

Create Economic Prosperity

Provide for Equitable Development

# CITY OF VILLAGES

Provide Public Facilities

Protect the Natural Environment

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Increase Mobility

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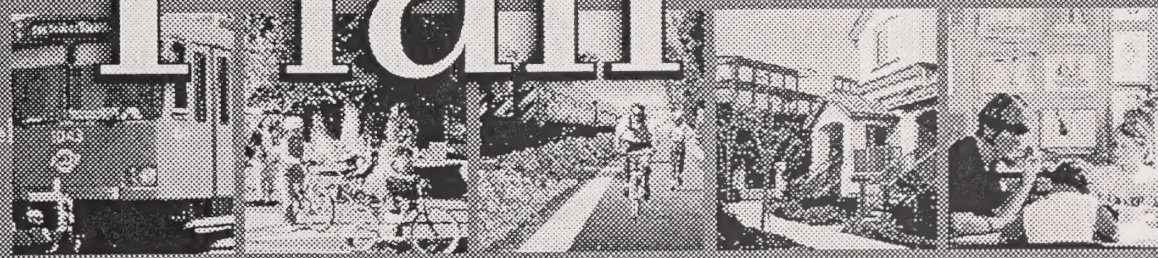
Increase Housing Affordability

# Action Plan

Enhance Our Communities

Enhance Our Neighborhoods

Provide for Equitable Development



Increase Housing Affordability

Protect the Natural Environment

Increase Mobility

CITY OF SAN DIEGO  
**GENERAL PLAN**  
STRATEGIC FRAMEWORK ELEMENT

Provide Public Facilities

Create Economic Prosperity



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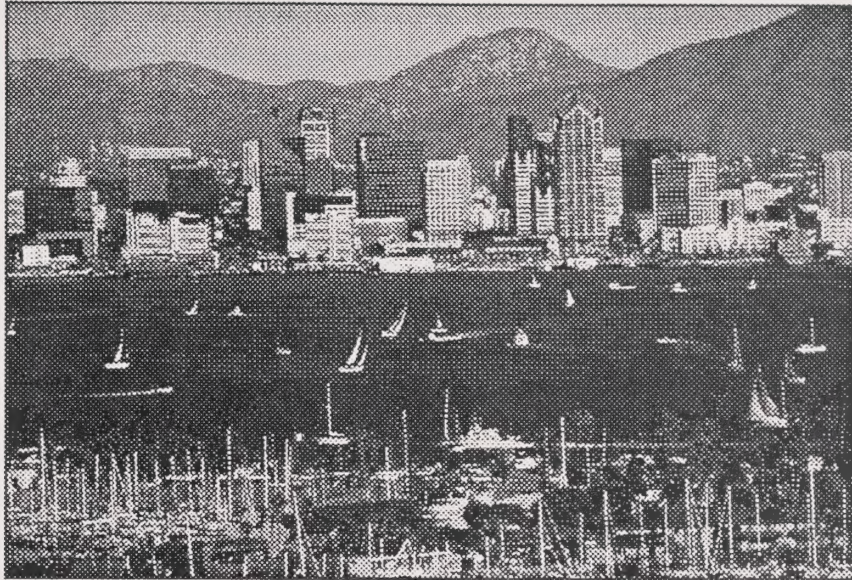
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# *Strategic Framework Action Plan*



*We* are stewards of a remarkable resource: a city on the Pacific Ocean of great cultural and physical diversity.

In the 21st century, San Diego must evolve in harmony with its exceptional natural environment, treasure the unique character of its neighborhoods, strive for equity, and celebrate the rich, cultural mosaic that is San Diego.

Approved by:  
City of San Diego Council  
Resolution Number: **297231**

# *Five-Year Action Plan*

## *Table of Contents*

|                                                                        |    |
|------------------------------------------------------------------------|----|
| Introduction .....                                                     | 1  |
| Public Facilities and Infrastructure Overview .....                    | 2  |
| Monitoring Program .....                                               | 2  |
| Potential Partners .....                                               | 3  |
| Action Plan Priorities .....                                           | 4  |
| <br>Goal 1      Protect Our Distinctive Urban Form .....               | 7  |
| 1.a      Identification of Villages .....                              | 7  |
| 1.b      Urban Design Element .....                                    | 7  |
| 1.c      Community Identity Elements .....                             | 8  |
| 1.d      Environmentally Sensitive Lands .....                         | 8  |
| 1.e      Open Space .....                                              | 9  |
| <br>Goal 2      Protect and Enhance Neighborhood Quality .....         | 11 |
| 2.a      Distinctive Neighborhoods .....                               | 11 |
| 2.b      Public Spaces .....                                           | 12 |
| 2.c      Historic Preservation .....                                   | 12 |
| 2.d      Safety and Security .....                                     | 13 |
| 2.e      Infill Development .....                                      | 13 |
| 2.f      School Design .....                                           | 13 |
| 2.g      Arts and Culture .....                                        | 13 |
| <br>Goal 3      Provide Public Facilities and Services .....           | 15 |
| 3.a      Financing Strategy .....                                      | 15 |
| 3.b      General Plan Public Facilities Element .....                  | 16 |
| 3.c      Community Facilities Element .....                            | 16 |
| 3.d      Community Facilities Financing Plans .....                    | 16 |
| 3.e      Recreation Element .....                                      | 17 |
| 3.f      Ongoing Financing Mechanisms .....                            | 17 |
| 3.g      Fiscal Impact Review .....                                    | 18 |
| 3.h      Information Infrastructure .....                              | 18 |
| <br>Goal 4      Promote Conservation and Protect the Environment ..... | 19 |
| 4.a      Conservation Element .....                                    | 19 |
| 4.b      Energy Programs .....                                         | 20 |
| 4.c      Sustainable Buildings .....                                   | 20 |
| 4.d      Storm Water and Urban Runoff .....                            | 21 |
| 4.e      Environmental Education .....                                 | 22 |
| 4.f      Topographic and Open Space Resources .....                    | 22 |
| 4.g      Resource Conservation .....                                   | 23 |
| 4.h      Air Quality .....                                             | 23 |



|             |                                                    |          |
|-------------|----------------------------------------------------|----------|
| Goal 5      | Increase Mobility and Walkable Communities         | .25      |
| 5.a         | Mobility                                           | .26      |
| 5.b         | Street Design Manual                               | .26      |
| 5.c         | Street Network                                     | .27      |
| 5.d         | Pedestrian Crossings                               | .27      |
| 5.e         | Walkable Destinations                              | .28      |
| 5.f         | Active Streetscape                                 | .28      |
| Goal 6      | Increase Housing Affordability                     | .29      |
| 6.a         | Affordable Housing Funding                         | .29      |
| 6.b         | Housing Partnerships                               | .29      |
| 6.c         | Housing Supply                                     | .30      |
| 6.d         | Distribution of Housing                            | .30      |
| Goal 7      | Promote Economic Prosperity and Regionalism        | .31      |
| 7.a         | Economic Prosperity Element                        | .31      |
| 7.b         | Employment Lands                                   | .32      |
| 7.c         | Industrial Zones                                   | .33      |
| 7.d         | Living Wage                                        | .33      |
| 7.e         | Economic Impact                                    | .33      |
| 7.f         | Government Initiatives                             | .34      |
| 7.g         | International Trade                                | .34      |
| 7.h         | Education                                          | .34      |
| Goal 8      | Promote Equitable Development                      | .35      |
| 8.a         | Equitable Development                              | .35      |
| Goal 9      | Facilitate City of Villages Development            | .37      |
| 9.a         | Transit-Oriented Development Design Guidelines     | .37      |
| 9.b         | Community Plan Amendments                          | .38      |
| 9.c         | Land Development Code                              | .39      |
| 9.d         | Council Policy Alignment                           | .39      |
| 9.e         | Land Use Element                                   | .40      |
| 9.f         | Tier System Substitute                             | .40      |
| 9.g         | Pilot Villages                                     | .41      |
| 9.h         | Transit First Showcase Projects                    | .41      |
| 9.i         | Model Urban School                                 | .41      |
| 9.j         | Proactive Planning                                 | .41      |
| 9.k         | Community Outreach                                 | .42      |
| 9.l         | Facilitate Financing                               | .42      |
| 9.m         | Consistency                                        | .42      |
| Appendix A: | City of Villages Opportunity Areas Map             | Fold-Out |
| Appendix B: | San Diego Sustainable Community Program Indicators | .43      |



|     |     |     |
|-----|-----|-----|
| 1   | ... | ... |
| 2   | ... | ... |
| 3   | ... | ... |
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# *Introduction*

The City of Villages is the strategy drafted as a part of the Strategic Framework Element of the City of San Diego's General Plan. This new chapter of the General Plan sets the City's long-term policy for growth and development. It calls for growth to occur in compact, mixed-use centers linked by transit. It encourages high quality, infill development in existing neighborhoods as well as compact new development to meet future needs. The term village is used to describe a community-oriented center where commercial, employment, and civic/education uses are integrated with a variety of housing types and densities. Villages are intended to be unique to the community, to be pedestrian-friendly, and to have public spaces suitable for neighborhood or civic gatherings.

Villages require adequate public facilities and amenities to meet community needs. Increased transit services are essential in order to improve mobility and mitigate the anticipated traffic, parking, and air quality impacts of the proposed infill development. The City of Villages Opportunity Areas Map (Appendix A), to be included in the Land Use Element of the General Plan, identifies potential villages throughout the City. Village categories include: Regional Center (Downtown San Diego), Subregional Districts, Urban Village Centers, Neighborhood Village Centers, and Transit Corridors.

The Five-Year Action Plan is the implementation program for updating the General Plan, amending community plans, and identifying other steps necessary to execute the City of Villages growth strategy. The Action Plan organizes actions under major goals, which are in turn linked to the policy recommendations and "Core Values" expressed in the Strategic Framework Element. Each numbered action also has a "Lead Department" and "Staff Funding" line associated with it to indicate which City department(s) would take the lead in advancing the item, and if funding is currently available to staff the effort. Staff funding availability is distinct from having revenues to fully implement each action. In fact, many actions will require new revenue sources to be implemented.

For the City of Villages to become a reality, there must be stronger partnerships among the City, advisory groups, non-profits, civic organizations, other agencies, and the private sector. To this end, an aggressive public outreach component must be included in the implementation of Action 1.c. This public outreach component will build upon the public outreach efforts that took place during the development of the Strategic Framework Element and Action Plan.



# *Public Facilities and Infrastructure Overview*

Additional infrastructure and public facilities must be in place in order for many of the proposed village locations to be viable. In addition, funding is needed to implement and maintain additional village amenities, such as street trees, pocket parks, and community parking structures. As a step toward securing additional revenue sources, Action 3.a directs that a financing strategy be developed that identifies new revenue sources and encourages the formation of partnerships. New revenue sources would require the approval of the City Council and/or the electorate.

Action 3.c is also related to facilities. This action calls for an expanded Community Facilities Element to be added to each community plan. The Community Facilities Element would provide a mechanism to prioritize the provision of facilities and provide policy guidance for the development of Community Facilities Financing plans. The Community Facilities Financing plans would identify existing and future facilities needs in each community, and begin to identify the potential funding sources to meet those needs (Action 3.d).

The Metropolitan Transit Development Board's (MTDB) Transit First program is another essential component of the strategy that requires additional funding for implementation. The San Diego Association of Governments (SANDAG) and MTDB are investigating funding sources that will allow transit service improvements to be phased in over time.

## *Monitoring Program*

The Planning Department will prepare an annual report on the City of Villages Implementation Monitoring Plan to the Planning Commission and City Council. A public/private stakeholders group should be established to advise the Planning Department on all monitoring issues. The Implementation Monitoring Plan will measure progress toward attainment of the following factors:

- Implementation of numbered actions.
- Relevant "Sustainable Community Program Indicators" (Appendix B). Indicators are used to monitor progress toward a goal. San Diego's Sustainable Community Program Indicators were developed by various agencies and members of the public to measure the region's long-term health, or sustainability, on a variety of topics.
- Economic indicators, for the purpose of monitoring community economic performance and establishing priorities for public investment at the regional and community levels.



# Potential Partners

The City must form many partnerships to successfully implement the actions.

Potential partners in implementation include:

|                                                       |                                               |
|-------------------------------------------------------|-----------------------------------------------|
| Air Pollution Control District                        | San Diego Gas & Electric                      |
| Business Improvement Districts                        | San Diego County Bicycle Coalition            |
| California Department of Transportation (CALTRANS)    | San Diego Housing Commission                  |
| California Integrated Waste Management Board          | San Diego Regional Energy Office              |
| Center for Policy Initiatives                         | San Diego Water Quality Control Board         |
| Centre City Development Corporation                   | San Diego World Trade Center                  |
| Chambers of Commerce                                  | School Districts                              |
| Citizen Committees                                    | School-Related Groups                         |
| City of San Diego Departments                         | Social Service Providers                      |
| City/County Reinvestment Task Force                   | Southeastern Economic Development Corporation |
| Civic and Community Associations                      | State of California                           |
| Commercial Brokers/Real Estate Industry Groups        | Tree Advisory Board                           |
| Commission for Arts and Culture                       | United States Department of Energy            |
| Community-Based Coalitions                            | United States Environmental Protection Agency |
| Community Colleges                                    | Universities                                  |
| Community Development Corporations                    | Utilities Providers                           |
| Community Planning Groups                             | Vocational Groups                             |
| Council of Design Professionals                       | Walk San Diego                                |
| County Department of Environmental Health             | Workforce Partnership                         |
| Cultural Organizations                                |                                               |
| Development and Design Industry                       |                                               |
| Economic Development Corporation                      |                                               |
| Elected Officials                                     |                                               |
| Environmental Groups                                  |                                               |
| Development Industry                                  |                                               |
| Historic Preservation Groups                          |                                               |
| Labor/Union Groups                                    |                                               |
| Lending Institutions                                  |                                               |
| Local Jurisdictions                                   |                                               |
| Metropolitan Transit Development Board (MTDB)         |                                               |
| Non-Profit Organizations                              |                                               |
| Park and Recreation Board and Design Review Committee |                                               |
| Parking Meter District Representatives                |                                               |
| Professional Associations                             |                                               |
| Project Area Committees                               |                                               |
| Public Health Community                               |                                               |
| Regional Technology Alliance                          |                                               |
| San Diego Association of Governments (SANDAG)         |                                               |



# *Planning Department Action Plan Priorities*

The Action Plan identifies many actions that are needed to implement the Strategic Framework Element. The Planning Department has already started to work on, or will take the lead on completing, the following high priority actions in late 2002-2005:

- Action 1.a Identify potential Neighborhood and Urban Village Centers and Transit Corridors in the Land Use Element.
- Action 1.b Update the Urban Design Element of the General Plan.
- Action 1.e Revise Council Policy 600-23 to clarify designations of open space and retention of City-owned open space throughout the City, and collaborate with other agencies to reduce consumption of land and help preserve the San Diego region's backcountry and rural lands.
- Action 2.a Promote distinctive neighborhoods through land use plans and current projects.
- Action 3.a Adopt a financing strategy that identifies new revenue sources and encourages the formation of partnerships to remedy the public facilities shortfall for parks, libraries, local streets and sidewalks, and fire stations in urbanized communities. Pursue regional funding for the Multiple Species Conservation Program and Transit First.
- Action 3.b Adopt a General Plan Public Facilities Element.
- Action 3.c Include a Community Facilities Element in each community plan, in conjunction with Action 9.b. In the Community Facilities Element, establish facilities phasing thresholds and link the financing and phasing plan to the City's Capital Improvement Program.
- Action 3.e Update the Recreation Element of the General Plan and develop a Park Master Plan that includes a needs assessment and implementation strategies to meet urban needs and to address inequitable access to recreation resources.
- Action 4.a Update the Conservation Element of the General Plan to address: resource protection, energy conservation, pollution prevention, watershed and habitat protection, storm water and urban runoff, land development, social equity, and education.
- Action 4.b. Pursue energy independence and develop energy conservation, supply, and efficiency programs.
- Action 4.d Decrease storm water and urban runoff pollution.



- Action 5.a      Adopt a Mobility Element of the General Plan that incorporates the Metropolitan Transit Development Board's Transit First network of projects, design concepts, land use coordination measures, and transit priority measures.
  
- Action 5.b      Revise and implement the City's Street Design Manual to ensure that street design is comfortable, convenient, and attractive to pedestrians.
  
- Goal 6           Address housing initiatives outlined in the Housing Element of the General Plan.
  
- Action 7.a      Adopt an Economic Prosperity Element of the General Plan that contains coordinated and comprehensive economic prosperity goals, objectives and implementation measures.
  
- Action 8.a      Design neighborhood-specific strategies to promote equitable development, avoid displacement of existing residents, and preserve desired neighborhood character.
  
- Action 9.a      Encourage application of elements of the Transit-Oriented Development Design Guidelines in centers and corridors identified on the City of Villages Opportunity Areas Map (Appendix A).
  
- Action 9.b      With extensive public input, amend community plans to designate village sites, implement relevant Strategic Framework Element and Action Plan recommendations, and investigate whether existing community plan densities are located in areas that support the Strategic Framework Element policy recommendations. Ensure that zoning is applied to implement community plans and that the California Environmental Quality Act (CEQA) process is followed. In addition, prepare criteria for community plan amendments that increase residential density.
  
- Action 9.d      Evaluate Council Policies for consistency with the Strategic Framework Element and take appropriate actions as needed.
  
- Action 9.e      Adopt a Land Use Element of the General Plan to establish the relationship between the General Plan and the community plans, and to include the City of Villages Opportunity Areas Map.
  
- Action 9.g      Establish a Pilot Village Program.
  
- Action 9.h      Work with MTDB on Transit First Showcase Projects.
  
- Action 9.i      Continue to work with the San Diego Unified School District on a pilot project to design an urban, joint-use school campus.
  
- Action 9.k      Increase community outreach and education efforts in land use and infrastructure plans.







# *Goal 1: Protect Our Distinctive Urban Form*

**Strategic Framework Element Core Values:** We value the natural environment. We value the City's extraordinary setting, defined by its open spaces, natural habitat, and unique topography. We value the physical, social and cultural diversity of our City and its neighborhoods. We value a compact, efficient, and environmentally sensitive pattern of development.

**Strategic Framework Element Urban Form Policy Recommendations:** Allow the natural environment to define and shape the City's form. Create diverse village centers to accept intense commercial and residential development.



San Diego is one of the few major metropolitan areas built upon and around a canyon system. The City's urban form is loosely based upon a naturally connected system of open space, characterized by valleys, canyons, and mesas. These diverse natural features also define the boundaries and gateways into the City's distinct neighborhoods. As San Diego grows, its urban form must increasingly respect the existing natural template and create diverse village centers.

## *ACTIONS include:*

### *1.a Identification of Villages*

Identify opportunities for mixed-use Neighborhood and Urban Village Centers and Transit Corridors in the Land Use Element of the General Plan, using the City of Villages Opportunity Areas Map (Appendix A), and the framework of village categories contained in the Strategic Framework Element. Any land use designation changes and rezonings for village sites would occur through the community plan amendment process (see Action 9.b).

Lead Department: Planning • Staff Funding: Yes

### *1.b Urban Design Element*

Update the Urban Design Element of the General Plan. Urban design is the art and science of building cities. It helps to differentiate one city from another, gives a special quality that adds value to the land, and attracts people to these places. A successful urban design plan will help create great parks, plazas, streets, architecture, and neighborhoods. As such, the recommendations contained within the Urban Design Element will influence the implementation of many other policies contained within the Strategic Framework Element. Some of the components to address in the update include:

- 1) Transit First design concepts (see Item 5.a).
- 2) Transit-Oriented Development Design Guidelines.
- 3) Street design in relation to neighborhoods (urban v. suburban), village centers, topography, and open space areas.



- 4) Use of the Land Development Manual as a base for a comprehensive Urban Design Manual.
- 5) Pedestrian-oriented signage and wayfinding programs.
- 6) Public spaces per Action 2.b.
- 7) Industrial/residential interface standards per Action 7.c.
- 8) Big box and super center guidelines addressing neighborhood compatibility and walkability.
- 9) Design concepts applicable for citywide application. The community plans and other long-range plans should contain guidelines specific to each community.
- 10) Crime Prevention Through Environmental Design principles to address: surveillance, access control, territoriality, and maintenance.

Lead Department: Planning • Staff Funding: Yes

## *1.c Community Identity Elements*

Develop Community Identity Elements in conjunction with the designation of village areas to help preserve community identity, create diverse village centers, and preserve quality of life. As needed, the new elements should:

- 1) Highlight the natural form of the community (topography, river valleys, coastal edges, hillsides, and promontories). Natural features should be legible from crossing points in the circulation system, and should be distinguished with appropriate landmarks.
- 2) Define neighborhood and community edges and linkages by either natural open space or urban enhancements (such as streetscape improvements, art, landscaping, and architectural themes) to celebrate gateways and entrances.
- 3) Provide an updated analysis describing the natural environment endemic to each community, and develop strategies in the plan for reflecting this in the built environment.
- 4) Complete a comprehensive needs assessment to determine where immediate environmental and design improvements are required.
- 5) Identify and protect sensitive lands while clarifying which lands are appropriate for development.
- 6) Identify and protect urban forest resources.
- 7) Address distinctive neighborhood recommendations (Action 2.a).

Lead Department: Planning • Staff Funding: Yes

## *1.d Environmentally Sensitive Lands*

- 1) Evaluate whether Environmentally Sensitive Lands regulations implement Strategic Framework Element values calling for the natural environment to dictate the City's form. Revise criteria and/or guidelines for ridge line and hillside protection if needed, recognizing that there are trade-offs between ridge line and hillside impacts.
- 2) Consider amendments related to riparian resource protection as needed to protect watersheds and habitat. For example, to improve water quality the regulations could be revised to allow revegetation and best management practices in degraded wetlands.

Lead Departments: Planning/Development Services/Park and Recreation/General Services  
Staff Funding: To be determined



## 1.e Open Space

- 1) Revise Council Policy 600-23 to clarify designations of open space and retention of City-owned open space throughout the City.
- 2) Collaborate with the County of San Diego and other government agencies to reduce consumption of land and help preserve the San Diego region's backcountry and rural lands. Investigate tools, such as transfer of development rights, that could be used as incentives to open space preservation.
- 3) Incorporate relevant parts of Council Policy 600-23 into the Conservation (Action 4.a) and Recreation (Action 3.e) elements of the General Plan.

Lead Departments: Planning/Park and Recreation/Real Estate Assets • Staff Funding: Yes

## ACTIONS

## 2.d Distinctive Neighborhoods

- 1) Establish a process to identify and designate distinctive neighborhoods within the City.
- 2) Develop a set of guidelines to guide the development of distinctive neighborhoods.
- 3) Establish a process to review and approve development proposals for distinctive neighborhoods.
- 4) Establish a process to monitor and evaluate the development of distinctive neighborhoods.
- 5) Establish a process to update and revise the guidelines for distinctive neighborhoods.
- 6) Establish a process to coordinate the development of distinctive neighborhoods with other City departments.
- 7) Establish a process to coordinate the development of distinctive neighborhoods with other local government agencies.
- 8) Establish a process to coordinate the development of distinctive neighborhoods with other stakeholders.
- 9) Establish a process to coordinate the development of distinctive neighborhoods with the public.
- 10) Establish a process to coordinate the development of distinctive neighborhoods with the private sector.



1. The first step in the process is to identify the problem or issue that needs to be addressed. This involves a thorough analysis of the situation and a clear definition of the problem.

2. The second step is to develop a plan of action. This involves identifying the goals and objectives of the project, and determining the resources and strategies needed to achieve them.

3. The third step is to implement the plan. This involves putting the plan into action and monitoring progress.

4. The fourth step is to evaluate the results. This involves assessing the effectiveness of the plan and making adjustments as needed.

5. The fifth step is to report on the results. This involves communicating the findings of the project to the relevant stakeholders.

### 1.1 Community Identity Elements

Community identity elements are the factors that define a community's unique character and values. These elements are often shaped by a community's history, culture, and geography.

Some of the key elements of community identity include:

- History:** A community's history is a key factor in its identity. This includes the community's founding, its early development, and its role in the region.
- Culture:** A community's culture is another key element of its identity. This includes the community's traditions, customs, and values.
- Geography:** A community's geography is also a key factor in its identity. This includes the community's location, its climate, and its natural resources.
- Demographics:** A community's demographics are also a key factor in its identity. This includes the community's population, its age distribution, and its ethnic diversity.
- Economy:** A community's economy is also a key factor in its identity. This includes the community's main industries, its employment levels, and its economic growth.

Understanding these elements is essential for developing a strong community identity and for making decisions that will benefit the community in the long run.

### 1.2 Environmentally Sensitive Land

Environmentally sensitive land is land that is vulnerable to degradation or destruction due to human activities. This land is often home to rare and valuable natural resources, and it is important to protect it for future generations.

Some of the key factors that make land environmentally sensitive include:

- Wildlife:** Land that is home to rare and endangered species of plants and animals is considered environmentally sensitive.
- Water:** Land that is part of a watershed or that is adjacent to a body of water is considered environmentally sensitive.
- Soil:** Land that is composed of rare or valuable soil types is considered environmentally sensitive.
- Geology:** Land that is part of a geological formation or that is subject to natural hazards is considered environmentally sensitive.
- Culture:** Land that has historical or cultural significance is considered environmentally sensitive.

Protecting environmentally sensitive land is a key goal of many conservation organizations, and it is important for governments and communities to work together to ensure that this land is preserved for future generations.



## *Goal 2: Protect and Enhance Neighborhood Quality*

**Strategic Framework Element Core Values:** We value safe and secure neighborhoods. We value schools as an integral part of our neighborhoods and equitable access to quality educational institutions. We value the physical, social, and cultural diversity of our City and its neighborhoods. We value the City's multiplicity of arts, cultural, and historic assets. We value parks and public spaces accessible by foot, transit, bicycle, and car, as areas to support neighborhood, community, and regional interaction and to provide convenient recreational facilities and programs.



**Strategic Framework Element Neighborhood Quality Policy Recommendations:**  
Maintain the distinctive character of communities and preserve single-family neighborhoods.  
Increase walkability in neighborhoods.

As San Diegans, we value the distinctive character, safety and security, diversity, and sense of community in the City's many neighborhoods. Our goal is to create vibrant and diverse village centers incorporating a mix of uses, public spaces, civic or educational uses, tree-lined streets, and opportunities for arts and culture. Historic resources will be addressed in a comprehensive manner and, where present, will be incorporated into many of the village centers.

### *ACTIONS include:*

#### *2.a Distinctive Neighborhoods*

Promote distinctive neighborhoods through land use plans and current projects.

- 1) Preserve and protect each community's natural form through implementation of Community Identity Element recommendations (Action 1.c).
- 2) Require that the built environment be of a high design quality.
- 3) Prepare design guidelines that create diversity rather than homogeneity. Design guidelines should not dictate architectural style.
- 4) Identify and/or create landmarks.
- 5) Support the design and installation of neighborhood signs unique to each community.
- 6) Determine high priority areas where pedestrian lighting should be installed.

Lead Departments: Planning/Commission for Arts and Culture • Staff Funding: Yes

## *2.b Public Spaces*

Maximize the opportunities for community-oriented public spaces through community planning, private development, public projects, and civic design.

- 1) Locate, design, and initiate the joint use of public facilities to create convenient community centers and to reduce the land area required for each.
- 2) Influence public infrastructure expenditures to implement the village strategy at the federal, state, and local levels of government.
  - a) Collocate public services.
  - b) Design new public buildings as catalysts for private development.
- 3) Amend the Land Development Code or create a new Council Policy to require that some types of public and private development projects include public spaces (e.g., squares, plazas or meeting rooms).
- 4) Address the role of parks as community and neighborhood centers in the Recreation Element update (Action 3.e).
- 5) Engage the community in the design of public spaces.
- 6) Include policy guidance for locating and designing public/semi-public gathering spaces as a part of the update of the Urban Design Element of the General Plan (as outlined in Action 1.b).
- 7) Encourage the inclusion of public art and cultural activities in parks and other public spaces.

Lead Departments: Planning/Park and Recreation/Library/General Services/Commission for Arts and Culture and other affected departments • Staff Funding: To be determined

## *2.c Historic Preservation*

Maintain the historic fabric of neighborhoods.

- 1) Survey and designate historic districts and structures.
- 2) Use appropriate zoning to help preserve historic resources.
- 3) Use community plans to initially identify potentially historic structures or areas.
- 4) Apply design guidelines within districts.
- 5) Research how designated sites can use transfer of development rights legislation.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes



## *2.d Safety and Security*

Promote development of safe and secure neighborhoods.

- 1) Implement Crime Prevention Through Environmental Design (CPTED) measures addressing: surveillance, access control, territoriality, and maintenance.
- 2) Promote police/neighborhood partnerships and problem solving.
- 3) Rehabilitate abandoned properties.
- 4) Promote mixed-use development to increase the level and hours of activity in commercial/employment areas.
- 5) Evaluate the impact of street width/design on vehicle speeds through neighborhoods, including issues of enforcement of speed limits on wide streets.

Lead Departments: Planning/Transportation/Police • Staff Funding: Yes

## *2.e Infill Development*

Focus on improving the quality of infill development.

- 1) Evaluate the building code for multi-family housing sound attenuation standards and recommend changes as needed.
- 2) Form partnerships including City staff, developers, decision-makers, and citizen activists to work together to achieve good projects.
- 3) Evaluate alternative ways of complying with Americans With Disabilities Act (ADA) requirements.

Lead Departments: Planning/Development Services/Community and Economic Development  
• Staff Funding: To be determined

## *2.f School Design*

- 1) Public schools at all levels should be designed so they function as centers for community activities by providing facilities such as recreation space, libraries, and gathering spaces.
- 2) Promote the development of schools/community learning centers as mixed-use projects with housing, not subject to typical facilities standards.
- 3) Seek greater flexibility in State requirements on school design standards.

Lead Departments: School Districts/Affected Departments • Staff Funding:  
To be determined

## *2.g Arts and Culture*

Develop General Plan policies which specifically address Arts and Culture.

Lead Departments: Commission for Arts and Culture/Planning • Staff Funding: Yes

## 2.3 Safety and Security

The following table provides a summary of the key findings from the safety and security audit. The findings are categorized into three levels of risk: High, Medium, and Low. The table also includes a column for the recommended actions to address the findings.

| Risk Level | Findings                                                 | Recommended Actions                                      |
|------------|----------------------------------------------------------|----------------------------------------------------------|
| High       | 1. Inadequate fire safety measures in the main building. | 1. Install fire extinguishers in all rooms.              |
| Medium     | 2. Poor security measures for the data center.           | 2. Implement a secure access system for the data center. |
| Low        | 3. Lack of emergency evacuation procedures.              | 3. Develop and implement an emergency evacuation plan.   |

## 2.4 Staff Development

The following table provides a summary of the key findings from the staff development audit. The findings are categorized into three levels of risk: High, Medium, and Low. The table also includes a column for the recommended actions to address the findings.

| Risk Level | Findings                                     | Recommended Actions                             |
|------------|----------------------------------------------|-------------------------------------------------|
| High       | 1. Lack of training opportunities for staff. | 1. Develop a training plan for staff.           |
| Medium     | 2. Poor performance management system.       | 2. Implement a performance management system.   |
| Low        | 3. Lack of career development opportunities. | 3. Develop a career development plan for staff. |

## 2.5 School Design

The following table provides a summary of the key findings from the school design audit. The findings are categorized into three levels of risk: High, Medium, and Low. The table also includes a column for the recommended actions to address the findings.

| Risk Level | Findings                                    | Recommended Actions                                      |
|------------|---------------------------------------------|----------------------------------------------------------|
| High       | 1. Poor layout of the school building.      | 1. Redesign the school building layout.                  |
| Medium     | 2. Lack of outdoor play areas for children. | 2. Develop outdoor play areas for children.              |
| Low        | 3. Poor quality of the school furniture.    | 3. Replace the school furniture with high-quality items. |

## 2.6 Arts and Culture

The following table provides a summary of the key findings from the arts and culture audit. The findings are categorized into three levels of risk: High, Medium, and Low. The table also includes a column for the recommended actions to address the findings.

| Risk Level | Findings                                            | Recommended Actions                                       |
|------------|-----------------------------------------------------|-----------------------------------------------------------|
| High       | 1. Lack of arts and culture programs for students.  | 1. Develop arts and culture programs for students.        |
| Medium     | 2. Poor quality of the arts and culture facilities. | 2. Upgrade the arts and culture facilities.               |
| Low        | 3. Lack of staff training in arts and culture.      | 3. Develop a training plan for staff in arts and culture. |



## *Goal 3: Provide Public Facilities and Services*

**Strategic Framework Element Core Value:** We value the availability of public facilities, infrastructure, transit, information infrastructure, and services as essential to neighborhood quality and as necessary companions to density increases.

**Strategic Framework Element Public Facilities Policy Recommendations:** Facilitate development patterns that can be served by adequate infrastructure. Focus infrastructure investments in communities that demonstrate a need for such resources.



In order to achieve progress in meeting current and future facilities needs, we must direct new growth into development patterns that can be served efficiently, target existing funds to support desired growth patterns, and consider new or expanded funding sources.

Infrastructure needs, including wastewater and storm water runoff facilities, must be identified early on to coordinate planning, financing and construction of multiple improvements. Solid waste disposal facilities and underground storage tanks are also a part of the City's infrastructure. In addition, there must be attention to the maintenance, operations, and everyday cleanliness of villages.

***ACTIONS include:***

### *3.a Financing Strategy*

Adopt a financing strategy that identifies new revenue sources and encourages the formation of partnerships to remedy the public facilities shortfall for parks, libraries, local streets, sidewalks, and fire stations in urbanized communities. The City should also pursue, as a part of the financing strategy, regional funding for the Multiple Species Conservation Program (MSCP) and Transit First. The strategy should:

- 1) Support state/local government fiscal reform efforts which provide a state return of locally generated taxes comparable to San Francisco and Los Angeles.
- 2) Take steps toward "regionalization" of the infrastructure expense borne by the citizens of San Diego to support regionally beneficial growth policies.
- 3) Coordinate with others for more efficient use of shared resources.
- 4) Consider additional user fee and taxation measures.

Lead Departments: Planning/Financing Services/Governmental Relations

Staff Funding: Yes



### *3.b General Plan Public Facilities Element*

- 1) Update the Public Facilities Element of the General Plan to establish citywide priorities for the provision of facilities and to provide guidance for the Community Facilities Elements in community plans.
- 2) Establish service standards for public facilities and infrastructure that are flexible, but provide an equivalent level of service.
- 3) Evaluate increases in fees with nexus to infrastructure needs, and identify and evaluate sources of direct and indirect subsidies to growth.
- 4) Establish facilities financing options for village development including private investment.
- 5) Add a goal to maintain fiscal capacity per capita in real terms.

Lead Department: Planning • Staff Funding: Yes

### *3.c Community Facilities Element*

Include an expanded Community Facilities Element in each community plan as a part of the community plan amendments described in Action 9.b.

The Community Facilities Element will:

- 1) Identify public facilities needs in each community.
- 2) Establish policy direction on the desired character, prioritization, phasing thresholds, and mix of needed community facilities.
- 3) Establish a link between financing and phasing plans to the Capital Improvements Program (CIP).
- 4) Address the management, operation, and maintenance of infrastructure, and reconstruction or replacement of aging infrastructure.

Lead Department: Planning • Staff Funding: Yes

### *3.d Community Facilities Financing Plans*

Use the Community Facilities Element as the policy document to update each community's Facilities Financing Plan. The Facilities Financing Plan will:

- 1) Identify all existing and future public facilities needed in each community.
- 2) Identify available funding sources, as well as joint use and partnership opportunities with other public entities.
- 3) Provide a mechanism for the community to prioritize the provision of public facilities.
- 4) Include a variety of facilities that could potentially meet the needs of diverse neighborhoods while:
  - a) Recognizing that some of the identified facilities may go beyond what has been typically provided in facilities plans and will likely require funding outside the scope of traditional funding sources.
  - b) Minimizing adverse impacts associated with land acquisition in urbanized areas.
  - c) Incorporating additional amenities, such as public art, landscaping, and increased pedestrian-scale lighting, into the prioritization process.
- 5) Link financing and phasing plans to the CIP.



- 6) Review impact fee policies, refine the nexus rationale, and require an annual update of impact fees to address inflation and cost increases, and maintain service levels as the population grows.
- 7) Ensure that public facilities are developed concurrent with need.
- 8) Require that public facilities reasonably attributable to new development will be provided by new development and not by existing residents.

Lead Department: Planning • Staff Funding: Yes

### *3.e Recreation Element*

Update the Recreation Element of the General Plan to:

- 1) Develop a Park Master Plan that includes a needs assessment and implementation strategies to meet urban park needs and address inequitable access to recreational resources.
- 2) Include policies to improve equitable public access to recreational resources, as appropriate, such as beaches, scenic view areas, and public open space.
- 3) Expand options for how communities can meet park and recreation standards. The standards should take into account community character and preferences, land constraints, joint use opportunities, and the potential for integrating public/social space with recreation space. The standards should be flexible, but provide an equivalent level of service.
- 4) Monitor the loss or addition of community open space and parkland by community planning area.
- 5) Develop policies designed to protect and enhance regional parks.
- 6) Explore recreational/water quality facility partnerships, such as using park and storm water funds to construct joint riparian/park facilities. (See also Action 4.d).
- 7) Discuss the role of pocket parks and plazas in meeting recreational needs.

Lead Departments: Planning/Park and Recreation • Staff Funding: To be determined

### *3.f Ongoing Financing Mechanisms*

Expand applications of existing mechanisms to fund infrastructure and facilities.

- 1) Continue to implement impact fee programs.
- 2) Pursue federal/state grants and loans for specific project categories, emphasizing the benefits of multi-use planning.
- 3) Continue to review excess City properties for usable parcels.
- 4) Expand the use of Council Policy 900-11 to involve artists in capital improvement projects and public facilities design.
- 5) Expand the use of parking meter districts and use meter funds for village amenities where possible.
- 6) Encourage the formation of Business Improvement Districts, Maintenance Assessment Districts, and Utility Assessment Districts.
- 7) Continue to use Redevelopment tax increment to finance public facilities.

Lead Departments: Planning/Financing Services/Metropolitan Wastewater/Water/Transportation/General Services/Governmental Relations/Community and Economic Development • Staff Funding: Yes

### *3.g Fiscal Impact Review*

- 1) The City should conduct an annual review of the fiscal impacts of private development throughout the City to serve as a policy guide regarding the amount, intensity, location and timing of new development.
- 2) Analyze development proposals to identify the demand for public facilities which would result from discretionary projects and identify specific facility improvements which would be provided by the project including the adequacy of sewer, water, storm drain, fire, police, schools, libraries, parks, open space, and transportation.

### *3.h Information Infrastructure*

Install information infrastructure, such as fiber-optic cable, as a way to make telecommuting more feasible and reduce travel demand. The availability of information infrastructure can also influence the location of employment uses. Work with providers to ensure timely and equitable installation of infrastructure.

Lead Departments: Development Services/Planning/Financing Services • Staff Funding: No



# *Goal 4: Promote Conservation and Protect the Environment*

**Strategic Framework Element Core Values:** We value a future that meets today's needs without compromising the ability of future generations to meet their needs. We value the conservation, preservation, and environmental quality of our natural resources.

**Strategic Framework Element Conservation and Environmental Policy**

**Recommendations:** Conserve, protect and restore natural resources. Encourage efficient land use and development.



San Diego's beauty and character is due in large part to the natural resources that make it a unique and wonderful place. San Diego's mountains, beaches, bays, proximity to the desert, and other natural land forms define the City. Some of the most unique, but unfortunately, threatened and endangered plants and animals in the nation are concentrated in the San Diego region. San Diego's quality of life hinges on the protection of these natural resources, particularly as the population increases, not only to ensure that San Diego's beauty remains, but also to safeguard imported resources such as energy and water for the future. Environmental quality also contributes significantly to the long-term economic prosperity of the City.

The City of San Diego is committed to conserving and restoring natural resources, preventing harm to the environment and human health, and promoting a sustainable future. This commitment shall guide future decision-making, policies, and programs.

***ACTIONS include:***

## ***4.a Conservation Element***

Update the Conservation Element of the General Plan so that it further addresses, but is not limited to, the Strategic Framework policy recommendations for resource protection, pollution prevention, watershed and habitat protection, energy conservation and efficiency, storm water and urban runoff, land development, environmental equity, and education policies. The Element should also include recommendations to:

- 1) Continue and enhance existing conservation programs and policies, and develop proactive programs and policies where needed.
- 2) Ensure that policy decisions and programs address cumulative and long-term environmental impacts.

Lead Departments: Planning/Environmental Services/General Services • Staff Funding: Yes



## *4.b Energy Programs*

Pursue energy independence and develop energy conservation, supply, and efficiency programs that:

- 1) Maintain a centralized Energy Conservation and Management Program and Comprehensive Plan for all City of San Diego operations.
- 2) Increase the City's capacity at its power generating facilities, with an emphasis on clean, renewable energy.
- 3) Determine the feasibility of a municipal utility district.
- 4) Determine the feasibility of clean/renewable energy bonds to finance energy infrastructure improvements.
- 5) Incorporate heat island reduction measures into the appropriate site and street design guidelines, landscape standards, and building codes in order to reduce ambient temperatures for greater energy efficiency. For example, hardscape surfaces such as roofs, streets, and parking lots can be cooled with shade street trees, reflective roofs, reflective pavements, and urban vegetation.
- 6) Maintain and promote water conservation and water recycling programs as a means of conserving energy.
- 7) Support energy conservation and efficiency programs to reduce demand.
- 8) Reduce reliance upon non-renewable energy sources.

Lead Departments: Environmental Services/Planning • Staff Funding: Yes

## *4.c Sustainable Buildings*

Evaluate and revise City policies, codes, guidelines, and practices to work toward the citywide development of sustainable, or green buildings that use renewable energy and conserve energy through design, location, construction, and operation. Sustainable building techniques include resource-efficient design, renewable resources material selection, gray water systems, low-waste and pollution-reducing landscaping techniques, passive solar design elements, and solar site orientation. Policies, programs, and regulations should be developed to:

- 1) Require all City facilities and City-funded construction projects to incorporate green/sustainable building components, including the Pilot Village program.
- 2) Make progress toward the citywide use of sustainable building techniques in private development.
- 3) Provide incentives to builders/owners that employ sustainable building techniques.
- 4) Provide technical service in partnership with other agencies.
- 5) Require buildings to have a north-south orientation, maximum south-facing glazing, and roof overhangs to improve overall energy efficiency.
- 6) Develop and expand programs for native plant propagation and use, especially on City facilities.

Lead Departments: Planning/Development Services/Environmental Services/General Services  
Staff Funding: yes



## *4.d Storm Water and Urban Runoff*

Adopt, amend and/or enforce City policies, regulations and programs to decrease storm water and urban runoff pollution. Actions are needed to:

- 1) Develop storm water and urban runoff prevention policies that are consistent with the federal Clean Water Act and the California Regional Water Quality Control Board.
- 2) Develop a master drainage plan and associated utility district to construct and maintain an integrated system of storm water treatment facilities for new and existing development.
- 3) Amend the Street Design Manual, the Drainage Design Manual, and the Land Development Code to minimize and reduce impervious hardscape surfaces and increase permeable vegetated surfaces, and manage storm water with an emphasis on filtering water through permeable vegetated surfaces, rather than only through conventional conveyance techniques.
- 4) Improve the control of runoff, sedimentation, and erosion both during and after construction through plan review, permit conditions, field inspections, and enforcement.
- 5) Use pollution-prevention strategies supplemented by source control, and treatment control Best Management Practices to prevent and reduce water pollution.
- 6) Continue development of an inspection and maintenance program for storm drain structures, thereby reducing pollutants that reach the ocean.
- 7) Adjust the storm drain fee system to fund storm water pollution-prevention activities. Evaluate a fee system based on a site's expected hardscape and pollutants levels, which provides incentives for redevelopment that minimizes pollutants from a site.
- 8) Continue ongoing development of storm water and urban runoff pollution prevention programs.
  - a) Where appropriate, treat low dry weather flows, including sewage overflows, through the wastewater collection system to prevent beach and bay pollution.
  - b) Consider use of City facilities (e.g., parks) for filtration and revegetation systems to improve water quality and prevent urban runoff pollution, if it enhances the primary use of the facility. (See also Action 3.e).
  - c) Reduce or eliminate the use of hazardous and toxic materials by residences, businesses, and public agencies to minimize the levels of pollutants entering the air, soil, and water.
  - d) Develop a comprehensive watershed planning program to protect watersheds wholly or partially within the City in partnership with other jurisdictions.
- 9) Apply funds to comply with the Regional Water Quality Control Board municipal permit regulations towards jurisdictional responsibilities related to "new development and significant redevelopment" projects under the rubric of watershed planning and watershed plan implementation.
- 10) Support regional funding for water quality watershed planning and management.

Lead Departments: Planning/General Services/Environmental Services • Staff Funding: Yes

## *4.e Environmental Education*

Create and sponsor environmental education opportunities and community efforts in cooperation with schools, colleges, museums, community groups and other agencies so that individuals, organizations and businesses are aware of their impacts on the environment.

These efforts should:

- 1) Educate the public about the true costs of automobile use, including air and water pollution, infrastructure subsidies, and safety and health issues.
- 2) Continue to implement the ongoing comprehensive Storm Water Pollution Prevention Program.
- 3) Encourage energy conservation for residents and businesses.
- 4) Promote use of Crime Prevention Through Environmental Design (CPTED) measures (see Action 2.d) to help protect natural resources and deter illegal activities such as illegal dumping, grading, litter, storm water pollution, graffiti, and tree and landscape destruction.

Lead Departments: Planning/Environmental Services/General Services

Staff Funding: To be determined

## *4.f Topographic and Open Space Resources*

Improve the effectiveness of existing policies and regulations to protect topographic and open space resources. (Also see Action 1.d.)

- 1) Promote interdepartmental coordination and cooperation to implement conservation policies.
- 2) Enhance efforts to preserve and restore urban open space (e.g., urban canyons, parks) and other natural amenities.
- 3) Complete implementation of the Multiple Species Conservation Program (MSCP) through acquisition of open space.
- 4) Develop and implement open space management plans for all open space areas owned by the City of San Diego, including MSCP lands.
- 5) Monitor the loss or addition of community open space and parkland by community planning area.
- 6) Protect and enhance regional parks through planning and acquisition.
- 7) Increase efforts to minimize erosion caused by public and private alterations of cliffs, hillsides, and shorelines.

Lead Departments: Planning/Park and Recreation/General Services

Staff Funding: To be determined



## *4.g Resource Conservation*

Increase efforts to conserve renewable and non-renewable resources through greater efficiency, reuse, and recycling.

- 1) Expand recycling programs to include multiple dwelling units and businesses as feasible.
- 2) Increase use of reclaimed water and captured storm water for landscaping and industrial activities to reduce the volume of wastewater and urban runoff.
- 3) Provide incentives to developers to install gray water systems.
- 4) Encourage businesses in environmental technologies, material recycling, energy efficiency, and brownfields.

Lead Departments: Planning/Environmental Services/Metropolitan Wastewater/Water/General Services • Staff Funding: Yes

## *4.h Air Quality*

Protect and improve air quality.

- 1) Work with Metropolitan Transit Development Board (MTDB), the Air Pollution Control District (APCD), and others to improve air quality.
- 2) Reduce auto emissions by increasing transit ridership and promoting walkable communities per Goal 5.
- 3) Support efforts to increase the fleet of zero-emission and low-emission buses.

Lead Departments: Planning/Environmental Services • Staff Funding: Yes

## 4.2. Knowledge Management

The knowledge management process is a continuous cycle of creating, capturing, storing, sharing, and applying knowledge. It involves identifying knowledge assets, organizing them into a structured system, and ensuring they are accessible to those who need them. This process is essential for organizations to leverage their intellectual capital and maintain a competitive edge.

Key components of knowledge management include:

- 1. **Knowledge Creation:** Generating new insights and information through research, innovation, and learning.
- 2. **Knowledge Capture:** Identifying and documenting knowledge from various sources, including employees, customers, and external partners.
- 3. **Knowledge Storage:** Organizing and storing knowledge in a centralized repository, such as a knowledge base or database.
- 4. **Knowledge Sharing:** Facilitating the exchange of knowledge between individuals and teams through collaboration and communication.
- 5. **Knowledge Application:** Applying knowledge to solve problems, make decisions, and improve performance.

Effective knowledge management requires a supportive culture and infrastructure. Organizations should encourage a learning mindset, provide training and resources, and implement systems that facilitate knowledge sharing and application.

By investing in knowledge management, organizations can enhance their ability to innovate, adapt to change, and achieve long-term success. This involves ongoing efforts to refine processes, update knowledge, and foster a collaborative environment.

Knowledge management is not a one-time project but a continuous journey. It requires regular assessment and improvement to ensure it remains relevant and effective in a rapidly changing business landscape.



## Goal 5: Increase Mobility and Walkable Communities

**Strategic Framework Element Core Values:** We value a convenient, efficient, aesthetically pleasing, and multi-modal transportation system. We value walkable communities with tree-lined streets. We value parks and public spaces, accessible by foot, transit, bicycle, and car, as areas for neighborhood, community and regional interaction and convenient recreation.

**Strategic Framework Element Mobility Policy Recommendations:** Integrate land use and transportation planning to improve mobility. Support plans that make transit a viable option for peak and non-peak trips.



With congestion, road rage, childhood obesity, gasoline prices, and surface runoff problems on the rise, it is clear that we must start to provide more meaningful choices to individuals who want to reduce their dependence on the automobile. Making walking and transit use more pleasant and offering viable forms of transportation is a good way to start. Walking can be an effective way to make short trips to school, stores, services, and transit stops. We can start to make our communities more walkable through attention to the planning of neighborhood streets and sidewalks, mix of land uses, and urban design.

We recognize that transit is an essential component of our mobility system and support implementation of the Transit First plan. The Transit First strategy is the product of a market-based, strategic planning development program undertaken by MTDB. It is characterized by: a rich network of high speed routes, 10-minute service frequency, extensive use of transit priority measures, walkable community designs, stations integrated into neighborhoods, and customer focus in services and facilities. SANDAG is incorporating the Transit First plan into the Regional Transit Vision, which is a part of the 2030 Regional Transportation Plan (RTP). The RTP is the region's long-range blueprint for transportation improvements.

## *ACTIONS include:*

### *5.a Mobility*

- 1) Replace the Transportation Element of the General Plan with a new Mobility Element to:
  - a) Incorporate the Transit First network of projects, design concepts, land use coordination measures, and transit priority measures.
  - b) Coordinate policies and projects with the 2030 RTP.
  - c) Identify needed improvements to City arterial roads.
  - d) Pursue interconnected signal system infrastructure for transit priority.
  - e) Emphasize the need to manage, operate, and maintain the arterial system.
  - f) Incorporate the City's Bicycle Master Plan.
  - g) Identify a strategy to improve the pedestrian environment.
- 2) Work with MTDB, SANDAG, and others to provide high-quality transit services to villages through implementation of the Transit First program.
  - a) Demonstrate a high level of transit/land use integration and pursue transit right-of-way dedication to support the Transit First network through village design and development.
  - b) Require transit improvements as mitigation measures for traffic impacts of private development projects.
  - c) Ensure that the Transit First network and Regional Transit Vision provide high quality service to existing and proposed villages and corridors.
  - d) Take a strong leadership role to secure, then increase, funding for transit operations and capital improvements, such as in the extension of TransNet.
  - e) Update the Transit Area Overlay Zone to include areas designated to receive a high level of transit service under the Transit First plan.
  - f) Implement Showcase Projects (see Action Item 9.h).

Lead Departments: Planning/Transportation • Staff Funding: Yes

### *5.b Street Design Manual*

Revise and implement the City's Street Design Manual to:

- 1) Ensure that street design is comfortable, convenient, and attractive to pedestrians.
- 2) Encourage street tree planting to create a more comfortable and attractive pedestrian environment. Also facilitate and expand opportunities for street tree plantings in medians, planter areas, and parkways. Use reclaimed water for irrigation where possible.
- 3) Strike a balance in the street design objectives that optimize fire truck operations, pedestrian safety, reductions in neighborhood speeding problems, and other neighborhood and environmental objectives.
- 4) Increase sidewalk widths as needed.
- 5) Adjust standards to allow smaller curb returns to reduce pedestrian crossing distances.
- 6) Adjust standards to allow narrower streets under certain conditions.
- 7) Weigh aesthetic design goals equally with engineering issues.
- 8) Make greater use of public art for enhancement of medians, roundabouts, street furniture, etc.



- 9) Make greater use of medians as pedestrian refuges.
- 10) Review policies for use of enhanced paving.
- 11) Provide standards that allow for the development of neotraditional local streets.
- 12) Include guidelines for roundabouts.
- 13) Include examples of transit priority measures.
- 14) Consider raising average daily trip limitations on certain street classifications.
- 15) Develop prototype urban village street standards, if needed.
- 16) Offer incentives for development of an interconnected street network.
- 17) Address the provision of pedestrian lighting.

Lead Departments: Planning/Transportation/Police/Fire • Staff Funding: Yes

## *5.c Street Network*

Design new neighborhoods and modify the existing street network to better support walking, transit, and bicycling.

- 1) Establish new street/trail connections in communities where the existing street layout is inefficient for pedestrians and bicyclists.
- 2) Design for walkability in all long range and current planning projects.
- 3) Take advantage of existing community walking maps and develop new ones as needed.
- 4) Promote development of trails and paths to offer alternative pedestrian and bicycle routes and as recreational opportunities.
- 5) Use traffic calming techniques to slow or deter traffic through neighborhoods.
- 6) Assist with Safe Routes to Schools implementation to improve the safety of children walking or biking to school.
- 7) Expand funding for pedestrian/bicycle improvement projects in the 2030 RTP.
- 8) Add pedestrian amenities to Capital Improvements Program street construction/repair projects.
- 9) Amend the Council Policy on gated communities to include more specific findings about when gates can be used.
- 10) Promote development of an interconnected street system, including integration with private streets and driveways, that offers direct and multiple pedestrian connections.
- 11) At the community plan level, determine high priority areas where pedestrian and bicycle path lighting should be installed.

Lead Departments: Planning/Transportation • Staff Funding: Yes

## *5.d Pedestrian Crossings*

Review Council Policy 200-07 on pedestrian crossings (including use of "No Pedestrian Crossing" signs) to give higher priority to pedestrians.

Lead Departments: Transportation/Planning • Staff Funding: Yes

## *5.e Walkable Destinations*

Mix land uses to create walkable destinations.

- 1) Strategically locate schools, parks, post offices, libraries, and other public uses to be accessible by foot, bicycle, and transit.
- 2) Include commercial and service uses such as day care centers, dry cleaners, restaurants, and copy centers within employment centers.
- 3) Promote job and housing development within walking distance of each other.
- 4) Promote senior housing in walkable communities.
- 5) Private streets, driveway aisles, and pedestrian paths within village developments should be designed to create multiple, direct, and convenient pedestrian connections for people walking to and within the centers.
- 6) Amend the City's grading regulations to require convenient pedestrian access points from new development to adjacent uses and streets. The access points must meet Americans With Disabilities Act (ADA) standards.
- 7) Address parking issues per Action 9.c.

Lead Departments: Planning/Development Services • Staff Funding: Yes

## *5.f Active Streetscape*

Design buildings to create an active streetscape and improve neighborhood safety through natural surveillance (also see Action 2.d).

- 1) Apply commercial/mixed-use zoning that requires parking to be located to the side or rear of a building, with building entrances on the street.
- 2) Apply residential zoning and/or design guidelines that require an active streetscape (e.g., front doors, porches, and windows facing the street).
- 3) Encourage greater use of shared parking, including community parking structures.
- 4) Address parking issues per Action 9.c.

Lead Departments: Planning/Development Services/Community and Economic Development  
Staff Funding: Yes



## **Goal 6:**

# ***Increase Housing Affordability***

**Strategic Framework Element Core Value:** We value housing affordability throughout the City and an overall diversity of housing types and costs.

**Strategic Framework Element Housing Supply and Affordability Policy Recommendations:** Ensure that the housing supply accommodates future population growth. Improve housing affordability throughout the City.



Increased housing opportunities (in terms of amount of land, location, density, type, size, and cost) are needed to accommodate future population growth, changing demographics, and to enable the workforce to live near employment centers. The provision of affordable housing can also assist the City of San Diego in meeting social equity and economic prosperity goals. Ensure that the City's Housing Element and ongoing affordable housing programs include the following recommendations:

### ***ACTIONS include:***

## ***6.a Affordable Housing Funding***

Increase funding for affordable housing.

- 1) Apply for federal and state grants related to the provision of housing including the Jobs Housing Balance Incentive Grant Program and Downtown Rebound Grant.
- 2) Increase funding for the Housing Trust Fund.
- 3) Lobby for increased caps on federal tax-exempt financing and tax credits for affordable housing.

Lead Departments: Planning/Housing Commission/Governmental Relations/Community and Economic Development • Staff Funding: Yes

## ***6.b Housing Partnerships***

Form partnerships to further affordable housing goals.

- 1) Involve the business community to find solutions to the lack of affordable housing.
- 2) Collaborate with business, development, and other sectors to expand public education efforts to help reduce community concerns regarding affordable housing.

Lead Departments: Planning/Development Services/Community and Economic Development/Housing Commission • Staff Funding: Yes

## *6.c Housing Supply*

Increase the overall supply of housing and facilitate development of affordable housing through application of appropriate land development regulations and permit processing procedures.

- 1) Use the City of Villages Opportunity Areas Map (Appendix A) as a reference for determining the existence of an adequate inventory of sites available for future housing development.
- 2) Encourage mixed-use, co-housing, companion units, smaller lot and size (square footage) homes, and single-room occupancy residential hotel developments.
- 3) Apply land development code tools to facilitate these development types. Propose code amendments if needed to further accomplish goals.
- 4) Apply regulations and incentives to achieve mixed-income housing.
- 5) Amend regulations to facilitate companion unit development.
- 6) Create realistic parking requirements that reflect actual rates of vehicle ownership.
- 7) Offer incentives for desired housing types (e.g., density bonus, fee adjustments, adjustments to floor area ratios, setback, parking, height, etc.).
- 8) Where they do not currently exist, establish minimum, as well as maximum density designations in community plans.
- 9) Require that residential developments comply with the minimum as well as the maximum densities designated in community plans.
- 10) Evaluate whether existing regulations (Land Development Code Section 143.0430) addressing the lot size of single-family infill development inhibit achieving community plan designated densities.
- 11) Provide replacement housing for people displaced from demolished affordable housing units.
- 12) Evaluate whether regulations can be simplified.
- 13) Continue to require that an analysis of impacts to housing supply and affordability be included in planning reports for all discretionary projects involving housing, including non-residential projects that generate a demand for housing.
- 14) Add policies to the Housing Element to promote universal design and visitability.

Lead Departments: Planning/Development Services/Community and Economic Development/  
Housing Commission • Staff Funding: To be determined

## *6.d Distribution of Housing*

Improve housing affordability throughout the City.

- 1) Ensure that all community plans designate and zone for a variety of housing types and densities.
- 2) Create a flexible inclusionary housing program that includes incentives for developers.
- 3) Provide opportunities for affordable housing throughout the City so that low-wage earners can live near their jobs.
- 4) Update the Council's Balanced Communities Policy.
- 5) Include affordable housing programs to mitigate displacement effects in communities.

Lead Departments: Planning/Housing Commission/Community and Economic Development  
Staff Funding: Yes



# *Goal 7: Promote Economic Prosperity and Regionalism*

**Strategic Framework Element Core Values:** We value the health, economic prosperity, and well being of our citizens. We value mutually beneficial cultural and economic ties with Mexico and our neighbors in Latin America. We value maintaining and encouraging a diverse economy to achieve a rising standard of living for all San Diegans. We value regional cooperation and coordination to resolve regional growth issues, and support regional collaboration to meet economic prosperity goals.



## **Strategic Framework Element Economic Prosperity and Regionalism Policy**

**Recommendations:** Retain and attract businesses that diversify the economic base and offer high quality employment opportunities. Lead regional collaboration and strengthen border relations.

To address the shortage of available employment land, land appropriate for employment uses should be designated in key areas throughout the City, including identifying opportunities for underutilized land uses to be redeveloped as employment uses. Subregional Districts and Urban Village Centers will play an important role in the City's economic prosperity strategies by providing the appropriately designated land and infrastructure needed to support business development and a variety of employment and housing opportunities.

## *ACTIONS include:*

### *7.a Economic Prosperity Element*

Adopt an Economic Prosperity Element of the General Plan that contains coordinated and comprehensive economic prosperity goals, objectives and implementation measures.

The Element should specifically:

- 1) Address the importance of the environment in economic prosperity.
- 2) Establish citywide policies for the retention, reuse, and intensification of employment land.
- 3) Promote development of infill industrial sites and establish incentives to support industrial uses in existing urban areas.
- 4) Determine target goals for retail, commercial, and employment development in Urban Villages, Transit Corridors, and Subregional Districts. Limit retail commercial development in Subregional Districts that are targeted for more intense employment uses.
- 5) Establish policies and criteria that limit the redesignation of existing industrial land to other uses. Criteria should address the need to mitigate existing land use conflicts.
- 6) Include citywide criteria for the reuse of vacant or underutilized big box retail or wholesale center sites to non-commercial uses.

- 7) Establish overall economic development policies regarding use of redevelopment areas and enterprise zones.
- 8) Establish policies encouraging collocation of employment and residential uses.
- 9) More specifically define corporate headquarters, multi-tenant office, and other uses that do not have a research and development or manufacturing component.
- 10) Identify areas where land uses should be restricted and where middle-income employment land uses should be expanded.
- 11) Establish policies to maintain and expand wholesale trade sector uses near ports, ports-of-entry, commercial airports, and other existing and proposed transportation infrastructure facilities.
- 12) Address safety standards to guide the proximity between residential and industrial uses, and provide for a phased elimination of existing incompatible uses.
- 13) Identify incentives including, but not limited to: increased floor area ratio, average daily trip credits for new transit or transportation demand management measures, financial and tax incentives to encourage the development of middle-income employment uses, and measures that facilitate expansion of high technology business facilities.
- 14) Identify broadly distributed locations for high-technology business facilities.
- 15) Evaluate the growth impacts resulting from economic incentive actions.
- 16) Develop and utilize economic indicators.

Lead Departments: Planning/Community and Economic Development • Staff Funding: Yes

## *7.b Employment Lands*

- 1) Intensify employment uses in Subregional Districts and Urban Centers concomitant with transit improvements.
- 2) Intensify other underutilized employment lands that are served by existing or planned transit.
- 3) Identify areas in Subregional Districts appropriate for collocation of employment and residential uses.
- 4) Designate and preserve areas for employment uses.
- 5) Encourage high-technology clusters in the southern portion of the City.
- 6) Designate transit corridors where employment uses should be emphasized.
- 7) Include a connected binational village on both sides of the United States and Mexican border.
- 8) Identify underutilized City-owned land that can be served by transit with potential for use as employment land, and prepare comprehensive plans for such lands as appropriate.

Lead Departments: Planning/Community and Economic Development/  
Real Estate Assets/General Services • Staff Funding: Yes



## *7.c Industrial Zones*

Monitor implementation of the Land Development Code (LDC) and propose additional amendments if needed to further:

- 1) Address industrial zone land uses and mixed-use design standards, including analysis of industrial/commercial/residential mixed use.
- 2) Increase floor area ratio/coverage maximums in the applicable zones of Subregional Districts or areas with transit availability.
- 3) Investigate the use of transit credits for floor area ratio increases for industrial areas outside of Subregional Districts.
- 4) Maintain and expand opportunities for existing businesses by applying LDC tools to provide flexibility for expansion and reuse of existing businesses.

Lead Departments: Development Services/Planning/Community and Economic Development  
Staff Funding: To be determined

## *7.d Living Wage*

Adopt Living Wage, or similar legislation, as a way to achieve a higher standard of living for all San Diegans.

Lead Department: To be determined • Staff Funding: No

## *7.e Economic Impact*

Consider the economic and fiscal impacts of major development projects for use in the decision-making process.

- 1) Consider wage levels of jobs created and new development impact on viability of existing uses in the community.
- 2) Prepare economic impact statements for selected projects.
- 3) Define "major development project" and identify what impacts should be addressed through the economic impact statements. Consider cost and time impacts to the developer.

Lead Departments: Planning/Development Services/Community and Economic Development  
Staff Funding: No

## *7.f Government Initiatives*

Work with all levels of government to encourage economic development.

- 1) Identify federal, state, and city mandates that represent unreasonable barriers to future economic development, and address these mandates through lobbying efforts.
- 2) Collaborate with state and federal agencies to implement alternate investment policies that support urban growth.
- 3) Work with SANDAG to regularly update cluster analysis information to identify key growth industries to determine incentives for desired businesses.

Lead Departments: Planning/Community and Economic Development/Governmental Relations  
Staff Funding: Yes

## *7.g International Trade*

- 1) Increase trade and collaboration with Mexico and Latin America.
- 2) Adopt a comprehensive economic strategy with Mexico that includes implementation of cross-border facilities.
- 3) Support efforts to develop long term solutions to energy needs through mutually beneficial agreements with Baja California.

Lead Departments: Planning/Community and Economic Development/Governmental Relations/  
Binational Affairs • Staff Funding: Yes

## *7.h Education*

- 1) Encourage equitable access to educational opportunities that result in a highly qualified and skilled labor force.
- 2) Develop partnerships with the education/workforce training community for workforce development.

Lead Department: Community and Economic Development/Others to be determined  
Staff Funding: No



# Goal 8: *Promote Equitable Development*

**Strategic Framework Element Core Value:** *We value social equity.*

**Strategic Framework Element Equitable Development Policy Recommendations:**

*Create and maintain stable, economically, and socially diverse communities through means that distribute equitably the costs and benefits of development. Ensure that residents can afford to remain in their community when it is improved.*



## *8.a Equitable Development*

Village or other long-range plans should promote equitable development, avoid the displacement of existing residents, and preserve desired neighborhood character through neighborhood-specific strategies. The City of San Diego can take a leadership role in defining and implementing some of these strategies, while others require action by the private sector, other government agencies, and community-based partners. Many of the most successful programs throughout the nation have been initiated and implemented by the residents of affected areas. Strategies for evaluation include:

- 1) Assess the growth dynamics in the City, the region, and specific communities to determine the extent to which gentrification is a reality, a near possibility, or an unlikely occurrence.
- 2) Analyze and anticipate the dynamics of gentrification in individual communities.
- 3) Develop a unified vision and plan.
- 4) Define responsible parties and tasks, and organize at regional, city and community levels to implement the plan.
- 5) Create, strengthen, or apply, as appropriate, the following:
  - a) development incentive and financing programs,
  - b) business assistance programs,
  - c) first-time home buyer assistance programs,
  - d) Community Reinvestment Act compliance monitoring,
  - e) land use and design regulations, and
  - f) code compliance programs.
- 6) In adopted redevelopment areas, secure public ownership of real estate to provide opportunities for affordable housing and office space for neighborhood residents and service providers.
- 7) In adopted redevelopment areas, provide displaced local residents relocation rights.
- 8) Encourage targeted private sector financial lending and equity investment opportunities.
- 9) Encourage resident education programs focusing on residents' legal rights, opportunities for home ownership, home-buying and selling strategies, and skills in negotiating for equitable development in the midst of gentrification.
- 10) Support community-based acquisitions (e.g. through community development corporations or cooperatives) of community-serving assets.

- 11) Participate in efforts to improve the quality of public education at the local and citywide levels.
- 12) Create forums to resolve conflicts and to re-knit the community.
- 13) Consider social service needs in the land use mix of villages and corridors.

Lead Departments: Planning/Community and Economic Development/Housing Commission

Staff Funding: Yes



# *Goal 9: Facilitate City of Villages Development*

**Strategic Framework Element Core Value:** *We value a compact, efficient, and an environmentally sensitive pattern of development.*

As San Diegans, we take pride in our distinctive neighborhoods as well as the beauty and character of the City as a whole. The City of Villages strategy is designed to focus growth into walkable, mixed-use activity centers while preserving single-family neighborhoods. Village design will be tailored to each neighborhood and include significant public spaces. By targeting growth into limited areas, and planning for the needed facilities, we have our best opportunity to preserve our neighborhood character as well as our most treasured citywide natural resources and amenities. For the City of Villages vision to become a reality there must be extensive and continued public outreach efforts, proactive planning, community plan amendments, infrastructure improvements, improvements to the land development permit process, legislative changes, and stronger partnerships among the City, advisory groups, and the development industry.

***ACTIONS include:***

## *9.a Transit-Oriented Development Design Guidelines*

Encourage application of elements of the Transit-Oriented Development (TOD) Design Guidelines in centers and corridors identified on the City of Villages Opportunity Areas Map (Appendix A), where discretionary review is required, until community plan amendments and rezonings, as needed, are prepared for each site. The TOD Guidelines will not supercede community plan density or land use recommendations.

Lead Departments: Planning/Development Services • Staff Funding: Yes

## *9.b Community Plan Amendments*

- 1) Through an extensive public outreach process, designate mixed-use village sites and prepare plans for village development.
  - a) Prepare environmental analysis and rezones for the sites as necessary.
  - b) Address village parking needs through a combination of solutions such as: management of parking resources, shared use agreements, development of community parking structures, increased transit services, parking districts, and other means.
  - c) Prepare detailed land use and design guidelines.
  - d) Amend redevelopment plans as necessary.
  - e) Provide public facilities commensurate with need.
  - f) Provide public/civic space as a part of the village project.
  - g) Improve opportunities for walking, bicycling, and transit use.
  - h) Require discretionary review for village projects that are inconsistent with community plan recommendations.
- 2) Implement relevant Strategic Framework Element and Action Plan recommendations for Urban Form, Neighborhood Quality, Public Facilities, Conservation and the Environment, Mobility and Walkable Communities, Housing, Economic Prosperity, and Equitable Development.
- 3) Investigate whether existing planned community plan densities are located in areas that support the Strategic Framework Element policy recommendations through the community plan amendment process.
- 4) Ensure that zoning is applied to implement the land use designations and other policies of community plans.
- 5) Prepare comprehensive environmental analysis for community plan updates consistent with the California Environmental Quality Act (CEQA).
- 6) Consider Council Policy, General Plan, or Land Development Code amendments to establish criteria for community plan amendments that increase residential density. The criteria for considering density increases in any community in the future should include the following:
  - a) Community support.
  - b) The proposed development implements the relevant policy recommendations of the Strategic Framework Element.
  - c) The proposed development pays for the public facilities needs generated by the project and there is an approved plan for funding and constructing public facilities necessary to support the density increase.
  - d) The density increase is part of a community plan update accompanied by the appropriate environmental review.
  - e) The City of San Diego, or other public agencies, have funding identified to reduce the existing facilities shortfall, or the project demonstrates an extraordinary public benefit to the City and community.
- 7) Review/reform the community plan amendment process to preserve the integrity of community plans.
- 8) Require analysis of the potential effects of the proposed project in relation to existing community conditions.



- 9) Some future community plan amendments may propose an increase in density within the community over that which was assumed in the existing community plan. To the extent that a project results in unmitigated environmental impacts or is of a controversial nature that warrants a higher level of environmental review, such a project would necessitate the preparation of an Environmental Impact Report.

Lead Department: Planning • Staff Funding: Yes

## *9.c Land Development Code*

Evaluate whether the Land Development Code (LDC) has sufficient regulatory tools and incentives to implement the City of Villages vision for well designed, mixed-use, moderate/higher density centers. If necessary, consider amendments to:

- 1) Ensure that allowed densities can be achieved when other regulations (e.g. parking, floor area ratio, and height) are applied.
- 2) Review the Urban Village Overlay Zone and amend as necessary to achieve City of Villages goals. This zone should provide a mechanism to look at a project holistically, rather than basing project review on the strict application of zoning standards. In addition, develop a modified Urban Village Overlay Zone suitable for small (less than 10 acre) sites.
- 3) Evaluate regulations for mixed-use development and propose amendments as needed.
- 4) Develop new definitions of mixed-use and multiple-use development to facilitate financing.
- 5) Analyze on-site and off-site parking requirements in areas adjacent to transit service and consider public and private parking facilities as part of the community infrastructure necessary to support increased densities with the most efficient use of land.
- 6) Implement Industrial Zone recommendations per Action 7.c.

Lead Departments: Planning/Development Services/City Attorney • Staff Funding: To be determined

## *9.d. Council Policy Alignment*

Evaluate Council Policies for consistency with the Strategic Framework Element.

- 1) Incorporate relevant policies into appropriate General Plan elements.
- 2) Amend or rescind Council Policies as necessary.

## *9.e Land Use Element*

Create a Land Use Element of the General Plan to establish the relationship between the General Plan and the community plans. The Element should:

- 1) Outline a format for community plans.
- 2) Provide guidance on how to write community plans so they supplement, rather than duplicate, information found in the General Plan.
- 3) Contain land use recommendations designed to implement the City of Villages that could be applied throughout the City, and specify that community-specific recommendations should be in each community plan.
- 4) Serve as a bridge between community plan land use designations and policies.
- 5) Identify land uses of citywide significance that implement citywide goals and objectives.
- 6) Establish policies and standards to protect citywide resources.
- 7) Depict the citywide relationship between land use and transportation systems.
- 8) Identify implementation programs, including public facility financing programs that are citywide in scope.
- 9) Identify regional policies in concert with adjacent cities and the county to create regional solutions to land use distribution and protection of unique resources and rural areas.
- 10) Provide policies and implementation programs that are consistent and support the other elements of the General Plan.
- 11) Focus on opportunities for universal access including those for children and seniors.
- 12) Require an annual report to track land use amendments.
- 13) Use the City of Villages Opportunity Areas Map (Appendix A) and utilize village categories and locational criteria to identify villages.
- 14) Prepare an existing conditions report including land use, public infrastructure and open space inventories as a background study for the Land Use Element.

Lead Department: Planning • Staff Funding: Yes

## *9.f Tier System Substitute*

Develop an alternative phasing proposal to implement the City of Villages strategy while maintaining compliance with Proposition A. Proposition A is an initiative measure approved by the electorate of the City of San Diego in 1985. It required a vote of the people to increase development potential on property located in the "Future Urbanizing" area of the City. The full text of the proposition is included as Appendix A to the Strategic Framework Element.

Lead Departments: Planning/City Attorney • Staff Funding: Yes



## *9.g Pilot Villages*

Establish a Pilot Village Program to demonstrate how a village can be built and how it will evolve and function depending on the neighborhood and community in which it is sited. This program will require finding funds to support the pilot villages' infrastructure needs as well as forming partnerships with other agencies and developers who can contribute to the effort.

- 1) Select at least three pilot villages to demonstrate implementation of the City of Villages strategy.
- 2) Develop village plans, seek grants to help fund implementation, and construct village improvements.
- 3) Seek opportunities for joint-use facilities with two or more public services provided.

Lead Departments: Planning/Other affected departments • Staff Funding: Yes

## *9.h Transit First Showcase Projects*

Work with MTDB on Transit First Showcase Projects to:

- 1) Aggressively pursue new forms of mobility.
- 2) Implement pedestrian enhancement projects.
- 3) Enhance the overall transit experience in the community.

Lead Departments: Planning/Transportation • Staff Funding: Yes

## *9.i Model Urban School*

Continue working with San Diego City Schools on a pilot project to design an urban, joint-use school campus.

Lead Departments: Planning/San Diego City Schools/Housing Commission/Community and Economic Development • Staff Funding: Yes

## *9.j Proactive Planning*

- 1) Reevaluate the planning process to allow for proactive, aggressive planning and implementation.
  - a) Evaluate Planning Department working relationships with the development industry, community planning groups, and other groups.
  - b) Identify and address City structure and organizational issues that may slow down permit processing.
- 2) Ensure coordination with Metropolitan Wastewater and the Water Departments' modeling efforts.
- 3) Link prioritization of undergrounding utilities with City of Villages implementation.

Lead Departments: Planning/Development Services/Metropolitan Wastewater/Water  
Staff Funding: Yes

## *9.k Community Outreach*

Increase the amount and extent of community outreach and education to achieve increased participation in land use and infrastructure decisions.

- 1) Continue General Plan update outreach efforts with expanded website information.
- 2) Continue to coordinate public outreach among City departments so the public has more opportunities to receive information and provide input.
- 3) Expand use of graphic simulations.
- 4) Continue ongoing community planning group training/support.

Lead Department: Planning • Staff Funding: Yes

## *9.l Facilitate Financing*

- 1) Encourage private investment, secure grant funding, reallocate existing City funds, and/or use some type of Smart Growth revolving loan fund to help finance village development.
- 2) Work with lending institutions to develop/expand desirable loan programs and help change attitudes and lending policy regarding mixed-use development.

Lead Departments: Planning/Community and Economic Development/Financing Services  
Staff Funding: To be determined

## *9.m Consistency*

Reconcile all General Plan elements, including community plans (as components of the Land Use Element), and the Strategic Framework Element to ensure internal consistency.



# *San Diego Sustainable Community Program Indicators*

- 1) Goal # 2- Reduce Traffic Congestion\*
  - a) Annual number of days exceeding the one hour California standard for Ozone air pollution
  - b) Vehicle miles traveled per capita per year
  - c) Percent of residents within 0.25 miles of a retail store
  - d) Percent of residences within 0.25 miles of public transit
  - e) Number of cars per household
  - f) Percent of San Diegans who rideshare to work (carpooling, transit)
- 2) Goal # 3- Create Neighborhoods We Can Be Proud Of\*
  - a) Number of affordable housing units available
  - b) Rate of homeownership within the City as compared with the national average
  - c) Average number of trees per mile of street
  - d) Per capita spending for public infrastructure
  - e) Number of households on waiting list for subsidized housing assistance (Section 8)
- 3) Goal # 4- Clean Up Our Beaches and Bays\*
- 4) Goal # 8- Make San Diego America's Safest City\*
  - a) Incidents of violent crime committed by adults per year
  - b) Incidents of violent crime committed by children per year
  - c) Participation in school-sponsored after school childcare programs for grades K-8
- 5) Goal # 9- Pursue Energy Independence\*
  - a) KWh consumed per residential account per month
  - b) KWh consumed per non-residential account per month
  - c) Percent KWh renewable energy in residential and commercial buildings
  - d) Number of City sites using alternative energy generated on-site
  - e) Number of City facilities at which the "Green Building Policy" is fully implemented
  - f) The number of submittals to Development Services Department that include renewable energy
  - g) Dollars saved through City fleet management fuel-reduction strategies
  - h) Number of vehicles converted from standard diesel fuel, a significant air pollutant, in the City fleet and other large fleets
- 6) Goal # 10- Complete Multiple Species Conservation Program (MSCP) Open Space Acquisition
  - a) Percentage and number of species that are covered by the Multiple Species Conservation Program (MSCP) moving from the designation of "unprotected" to "protected"
  - b) Percent completion of the City of San Diego target open space acquisitions for 2007
- 7) Water Conservation
  - a) Potable water consumed per capita per year
  - b) Gallons of reclaimed water used per year

- 8) Environmental Management Systems in Public Programs
  - a) Number of municipal facilities in the region certified as ISO 14001, such as Landfill Operations (ESD) and Sewage Conveyance and Treatment (Metro Wastewater Department)
  - b) Combined annual savings (energy, fuel, etc.) resulting from use of City environmentally preferable purchasing policies (e.g. Energy Star, Green Building, recycled products, etc.)
- 9) Civic Engagement
  - a) Percent voter participation in presidential elections
  - b) Assessment of volunteerism within the region per year
- 10) Expanding City-Provided Educational Opportunities
  - a) Annual number of City-sponsored environmental education venues for youth, grades K-12
  - b) Annual number of City-sponsored community forums
- 11) Further Developing the San Diego/Tijuana Information Exchange
  - a) The number of City-sponsored meetings per year of cross-border information exchanges between San Diego and Tijuana
  - b) Number of City-sponsored border-related forums related to energy, environment, public works, and public health
- 12) Residents Earning a "Living Wage" (Based on Local Cost of Living Factors)
  - a) Percent of people under 25 with at least 2 years of specialized education after high school
  - b) Percent of households with middle income wages of \$20-45 thousand per year
  - c) Percent of families that are both below the poverty line and have children

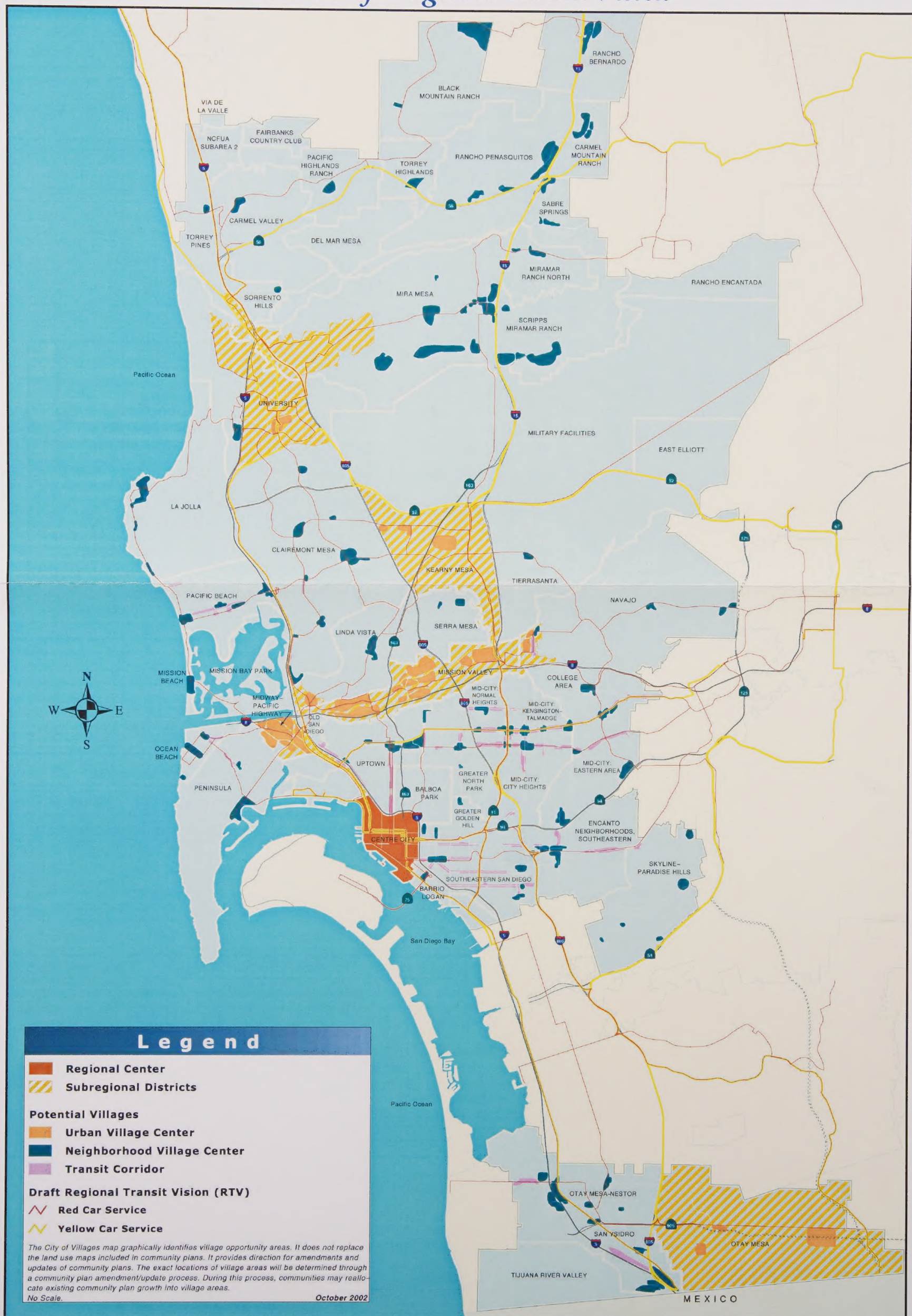
\* Part of Mayor Dick Murphy's "Ten Goals."



## Action Plan Appendix A

# City of Villages Opportunity Areas Map

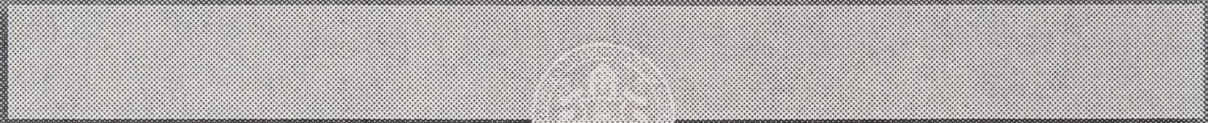
with Draft Regional Transit Vision





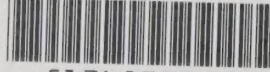
Create Economic Prosperity

Provide for Equitable Development



THE CITY OF SAN DIEGO

U.C. BERKELEY LIBRARIES



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Increase Mobility

Enhance Our Neighborhoods

Increase Housing Affordability

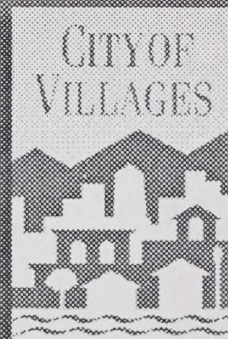
Protect the Natural Environment

Enhance Our Neighborhoods

Provide for Equitable Development

Increase Housing Affordability

Protect the Natural Environment



Increase Mobility

Provide Public Facilities

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